

**Follow-up Audit
Consolidation of Selected Activities of the Parks
and Recreation and Public Works Departments**

April 2000

**City Auditor's Office
City of Kansas City, Missouri**

April 19, 2000

Honorable Mayor, Members of the City Council, and Members of the Board of Parks and Recreation Commissioners:

This follow-up audit of the consolidation of duplicative activities in the Parks and Recreation and Public Works departments was initiated by the city auditor pursuant to Article II, Section 13 of the city charter. The follow-up report was initiated as part of the City Auditor's Office policy of determining department progress in improving program operations subsequent to issuance of our audit reports.

Our July 1995 performance audit, *Consolidation of Selected Activities, Parks and Recreation and Public Works Departments* found significant duplication in the four areas reviewed (motor equipment efforts, construction, building maintenance, and street-related maintenance). We recommended that the city manager prepare a detailed proposal for consideration by the City Council and the Board of Parks and Recreation Commissioners for consolidating activities in these areas.

This follow-up audit focused on determining the efforts made by both departments to evaluate the potential for consolidating activities in the four areas described in the original audit. The staff's efforts did result in increased communication between the departments, improved coordination of similar activities and some consolidation, primarily in street sweeping and building maintenance contracts. In most cases, however, the departments decided to maintain separate operations, citing concerns of differing priorities, different legislative authority, different sources of funding, and a lack of expertise in each other's activities.

Street sweeping operations are now performed exclusively by the Public Works Department, along with other on-call street-related maintenance activities. The departments share contracts for certain non-emergency building and facility maintenance functions. In addition, standardized construction contract guidelines have been developed. While we were unable to identify the impact of these operational changes on service delivery, department staff estimate that more than a half million dollars has been saved from their efforts.

Motor equipment maintenance operations remain separate. Although some Parks and Recreation mechanics were moved to the Public Works Department's Municipal Service Center, they continue to work exclusively on Parks and Recreation Department vehicles, do not utilize the Public Works Department fleet management information system, and do not order parts from the Public Works storeroom.

We recommend the directors of Parks and Recreation and Public Works direct their staffs to consider further consolidation in motor equipment, construction, building maintenance, and street-related maintenance efforts, while participating in the citywide comprehensive service improvements initiative.

Any proposed modifications in activities should be communicated to the City Council and the Board of Parks and Recreation Commissioners for deliberation. Also, staff in both departments should continue their efforts to develop and gather performance information for tracking the efficiency and effectiveness of their activities over time.

The draft follow-up report was sent to the city manager, and the directors of the Parks and Recreation and Public Works departments on March 24, 2000. Written responses are included as appendices. We appreciate the courtesy and cooperation extended to us during this project by staff in the Parks and Recreation and Public Works departments. The audit team for this project included Anatoli Douditski and Gary White.

Mark Funkhouser
City Auditor

Follow-Up Audit: Consolidation of Selected Activities of the Parks and Recreation and Public Works Departments

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Introduction

Purpose and Authority

This follow-up audit of consolidation of selected activities of the Parks and Recreation and Public Works departments was conducted pursuant to Article II, Section 13 of the Charter of Kansas City, Missouri, which establishes the Office of the City Auditor and outlines the city auditor's primary duties.

A performance audit is an objective, systematic examination of evidence to independently assess the performance of a government organization, program, activity, or function in order to provide information to improve public accountability and facilitate decision-making. A follow-up audit is an examination to determine whether timely and appropriate corrective actions have been taken by auditee officials.¹

This follow-up audit was designed to answer the following questions:

- What efforts were expended by city staff to evaluate the potential for consolidation of building maintenance, construction, street-related maintenance, and motor equipment activities?
- Have consolidation/coordination efforts achieved any improvements in performance and service delivery?

Scope and Methodology

This follow-up audit was not intended to be another full-scale audit of consolidation opportunities available to the two departments. Rather, it was designed to determine the progress made by the Parks and Recreation and Public Works departments in achieving monetary savings and improvements in performance and service delivery through consolidation of their similar activities. The follow-up audit was performed in accordance with generally accepted government auditing standards, with the exception of the completion of an external quality

¹ Comptroller General of the United States, *Government Auditing Standards* (Washington, DC: U. S. Government Printing Office, 1994), pp. 14 and 68.

control review of the office within the last three years.² Audit methods included:

- Reviewing prior audit work and subsequent Audit Report Tracking System (ARTS) reports.
- Reviewing records in the Parks and Recreation and Public Works departments.
- Interviewing staff in the Parks and Recreation and Public Works departments.
- Reviewing the city's annual budgets.

No information was omitted from this report because it was deemed privileged or confidential.

Background

Legislative Authority

The two departments included in the audit are not under the same supervision. The Public Works Department is under the supervision of the city manager, while the Parks and Recreation Department is supervised by the Board of Parks and Recreation Commissioners.

The city charter assigns responsibility to the director of public works for:

- Public buildings and facilities not under control of any other department.
- Streets and public places, specifically those not under control of the Board of Parks and Recreation Commissioners.
- Pavements, curbs and sidewalks, not under control of the Board of Parks and Recreation Commissioners.³

The Code of Ordinances also assigns the director of public works responsibility for the purchase, storage, repair, servicing, assignment, and accounting of all motor equipment assigned to the public works

² The last review was in April 1995. An external review is planned for the current year.

³ Charter of Kansas City, Missouri, Article III, Section 29.

working capital fund, along with necessary garage facilities for these purposes.⁴

The city charter assigns responsibility for the Parks and Recreation Department to the Board of Parks and Recreation Commissioners. The charter establishes the board's responsibility for managing any and all parks, parkways, boulevards, and highways. The City Council is given the power, upon the board's recommendation, to pass ordinances for the regulation and orderly government of these areas.⁵ The charter does not prohibit the consolidation of the activities under review, provided the board recommends consolidation to the City Council.

Funding Sources and Department Expenditures

Similar activities performed by Parks and Recreation and Public Works departments are funded from different sources. Parks and Recreation Department activities are primarily funded from East Park and West Park funds with a smaller portion coming from the city's general fund. Funding for the activities performed by Public Works comes from the general fund and from Motor Fuel Tax Fund.

Parks and Recreation Department operating expenditures for fiscal year 1999 were about \$33 million. (See Exhibit 1.) Public Works operating expenditures for fiscal year 1999 were about \$31 million. (See Exhibit 2.)

Exhibit 1. Parks and Recreation Expenditures, Fiscal Year 1999

Zoo	\$7,877,819
Park Maintenance Services	6,726,603
Community Centers	3,271,001
Golf Course and Tennis Center Operations	2,868,885
Recreation Programs	2,495,688
Forestry and Landscaping Services	2,194,502
Boulevards and Parkways	2,186,656
Property and Equipment Maintenance	2,014,923
Administration	1,512,467
Cultural and Heritage Programs	1,151,893
Park Planning and Design Services	899,428
Total	\$33,199,865

Source: Submitted Budget 2001.

⁴ Code of Ordinances, Kansas City, Missouri, Section 2-462.

⁵ Charter of Kansas City, Missouri, Article III, Section 55.

Exhibit 2. Public Works Expenditures, Fiscal Year 1999

Street and Traffic Operations	\$15,838,581
Public Building Maintenance	5,181,234
Street Lighting	3,060,303
Engineering Services	2,788,486
Motor Equipment Operations	2,365,730
Administration	1,557,429
Total	\$30,791,763

Source: Submitted Budget 2001.

Summary of the 1995 Audit

Our original audit found duplication of effort in motor equipment, construction, building maintenance, and street-related maintenance performed by the two departments.

Motor equipment efforts were found to be comparable except for some of the types of equipment maintained. Construction efforts were similar except that the Public Works Department projects were larger in scope and size. Building maintenance and street-related maintenance (mowing along streets and street sweeping) were parallel operations with each department responsible for different city-owned properties or different city streets.

The audit report concluded that there was a potential for significant savings from consolidating these activities. The report pointed out that consolidation would provide both departments with opportunities to improve managerial effectiveness and would permit management to more easily identify areas where improvements could be implemented over the entire workload more quickly.

The audit recommended that the city manager prepare a proposal for consideration by the City Council and the Board of Parks and Recreation Commissioners for consolidation of the four operations. As part of the proposal, we recommended the city manager determine whether each activity should be modified to enhance coordination between the departments, partially consolidated, or fully consolidated in a single department. We also recommended that the city manager develop a timetable for implementing changes to each activity. (See Appendix A.) Audit Report Tracking System (ARTS) Reports submitted by management are included in Appendix B.

Findings and Recommendations

Summary

In response to our 1995 audit, the Parks and Recreation and Public Works departments examined more than 40 activities related to construction, motor equipment, street-related and building maintenance activities. Results included some consolidation, and increased communication and coordination between the departments. While we were unable to identify the impact of these operational changes on service delivery, department staff estimate that these efforts have resulted in monetary savings of more than half a million dollars.

Progress has been made in consolidating street and boulevard-related maintenance. Public Works undertook all regular and on-call boulevard and parkway sweeping, and assumed responsibility for other on-call maintenance activities. The departments share contracts for some building maintenance functions and standardized construction contract guidelines have been developed.

Motor Equipment maintenance operations, however, remain separate. Although some Parks and Recreation mechanics were moved to the Public Works Department's Municipal Service Center, they continue to work exclusively on Parks and Recreation Department vehicles, do not utilize the Public Works' fleet management information system, and do not order parts from the Public Works storeroom.

Department staff should consider further consolidation while participating in the city's recent initiative to improve city performance by examining efficiency, effectiveness, and economy in city service delivery. Any proposed modifications in activities should be communicated to the City Council and the Board of Parks and Recreation Commissioners for deliberation. In addition, staff in both departments should continue their efforts to develop and gather performance information that would enable tracking the efficiency and effectiveness of their activities over time.

Department Efforts Primarily Increased Communication and Coordination

Efforts by both departments to address the 1995 audit resulted in increased communication between the Parks and Recreation and Public Works departments, better coordination of the activities perceived by the departments as similar, and some consolidation. Street sweeping and some building maintenance contracts were consolidated. Coordination increased in construction, and city staff sought to establish city-wide construction contract guidelines. Department staff estimate that their efforts have resulted in more than a half million dollars in actual savings.

Glossary of Terms

Communication - The imparting or interchange of thoughts, opinions, or information by speech, writing, or signs.

Coordination - Harmonious combination or interaction, as of functions or parts.

Cooperation - An act or instance of working or acting together for a common purpose or benefit; joint action.

Consolidation – (from **Consolidate**) - Bring together separate parts into a single or unified whole; unite; combine; make solid or firm; strengthen.

Source: *Random House Webster's Unabridged Dictionary*, 1999.

Task Forces Identified Opportunities for Improvement

In response to our audit, task forces that included staff from both departments were created and asked to identify opportunities for improving service delivery through improved communication, cooperation, or consolidation. Four task forces were established:

- Street/Boulevard Related Maintenance
- Building/Facility Maintenance
- Construction Projects and Inspections
- Motorized Equipment

Each task force issued status reports on consolidation goals, achievements, and any resulting monetary savings. These reports were presented to the City Council and the city auditor as part of the ARTS reports submitted in November 1996, May 1997, November 1997, and May 1998. (See Appendix B for copies of the ARTS reports.) The ARTS reports and subsequent interviews with senior staff from both

departments indicate that, with some exceptions, the task forces decided against full consolidation of their assigned activities.

Street Sweeping and Some Building Maintenance Contracts Were Consolidated

The most progress toward consolidation made since the release of our 1995 audit was in street- and boulevard-related maintenance. Some building maintenance contracts were also consolidated and efforts to consolidate city mowing continue.

Public Works now performs all street sweeping. The biggest single activity reported as consolidated after the 1995 audit was street and boulevard sweeping. Prior to our original audit, Parks and Recreation contracted with crews from the private sector for sweeping boulevards and parkways. Starting in fiscal year 1999, Parks and Recreation contracted with the Public Works Department for scheduled sweeping. In fiscal year 2000, Public Works also took over the Parks and Recreation Department's on-call sweeping.

Consolidation of street/boulevard sweeping resulted in service improvements. Consolidation helped Public Works to fund the current street sweeping program. The frequency of sweeping on residential streets has increased from two to seven times a year and gaps in routes, where a sweeper had to stop at the beginning of a boulevard because these streets had to be swept by Parks and Recreation crews or their contractors have been eliminated. The switch from private contractors to Public Works crews also allowed the city to increase the frequency of sweeping cycles on boulevards from 16 to 18 times a year.⁶

Some building and facility non-emergency maintenance contracts have been consolidated. Public Works is responsible for overseeing all building maintenance contracts that do not require fast emergency service. Originally, all contracts for plumbing emergencies were also consolidated in Public Works. However, Parks and Recreation Department staff was unsatisfied with response times for plumbing emergencies. As a result, Parks and Recreation now maintains a separate contract for plumbing.

Street mowing contract consolidation is still being studied. The Parks and Recreation and Public Works departments have also studied the possibility of consolidating mowing efforts. Staff reports that since 1987, Parks and Recreation contracted its mowing of park properties.

⁶ Parks and Recreation staff report that the frequency of boulevard sweeping will be reduced to 12 during fiscal year 2001.

Public Works also contracted mowing of its properties but found it difficult to find qualified bidders. Staff in both departments recognized the potential for consolidation and determined that Parks and Recreation could complete the contracting process for both departments. However, they also realize that because of differences in the mowing services required, Parks and Recreation staff would first need to become familiar with Public Works mowing needs.

Parks and Recreation Department staff have sought to define service levels for the different types of Public Works mowing operations (side of road, medians, islands, vacant lots). Both departments report that more work is needed before mowing contracts can be consolidated. Parks and Recreation staff feel that consolidation of this activity offers many benefits, including greater utilization of existing staff expertise, and increased consistency and efficiency in mowing contracts.

Coordination Has Increased

Since our original audit, several activities continue to be performed by both departments, however, reportedly with increased levels of coordination. In addition, efforts were undertaken to standardize contracting practices.

Construction coordination increased. Parks and Recreation and Public Works department staff reported that several meetings of the construction task force occurred since the audit was released. Task force members discussed what activities were performed by both departments, what activities are duplicated and what should be consolidated. In the area of construction design, the task force concluded that the workloads in both departments are unique, requiring specific expertise. They rejected the idea of consolidating construction activities but agreed to cooperate in masterplan development, selection of consultants, environmental projects, landscaping, and materials testing.

Committees consisting of representatives of various departments were also formed to revise contracting practices in construction. As a result of work of these committees, a set of guidelines for construction contracts was developed. According to staff in Public Works, this should allow the city to interchange contract administrators between various departments in peak loads. Also, this will allow borrowing staff from other departments to do inspections because everyone will be trained on the same set of standards. Work on the guidelines continues.

Coordination in other areas also increased. Other areas that have been coordinated include the placement of emergency safety barriers and other

emergency responses. Finally, Public Works and Parks and Recreation share facilities in several locations.

Efforts Have Resulted in City Savings

The November 1997 ARTS report for the original audit estimated savings from both departments' efforts to address the report's recommendations at nearly \$625,000. The savings reported were primarily derived from sharing existing facilities instead of constructing new ones and savings derived from motor equipment efforts. The May 1998 ARTS report identified savings of just over \$500,000. This estimate was based on some of the same items included in the previous ARTS report, along with additional savings from combining some maintenance contracts. Savings previously reported for vehicle maintenance efforts were excluded.

Recent savings estimates exceed half a million dollars. To assist us in completing this follow-up, department staff were enlisted to identify savings from their efforts. Department staff estimate that these efforts have resulted in monetary savings of more than half a million dollars. (See Exhibit 3.)

Exhibit 3. Reported Savings from Department Efforts

Savings Source	Savings
Shared office space at PACCR	\$301,250
Consolidation of annual building maintenance contracts	109,485
Shared garage space at the Municipal Service Center	96,000
Street sweeping consolidation ⁷	53,832
Shared office space at 4600 E. 63 rd Street	2,600
Total	\$563,167

Sources: Parks and Recreation and Public Works department staff.

Savings reported include overall cost reductions in street sweeping efforts and reduced administrative costs for building maintenance contracts. In addition, the two departments report significant savings from cost avoidance through sharing facilities.

Departments share some facilities. The Public Works Street Lights Division and Parks and Recreation Department decided to mutually use the PACCR building located at 1302 Chouteau Trafficway instead of leasing separate office space. Based on the current market rate, the savings from avoiding lease payments amount to \$120,500 annually. Also, Public Works Engineering Division occupies office space at a Parks' facility at 4600 East 63rd Street in exchange for making

⁷ Parks and Recreation staff report the recent reduction in street sweeping frequency during fiscal year 2001 will impact on future savings figures.

improvements to the building and the parking lot. In this instance, the city saves \$10,400 annually it would have otherwise spent on lease payments. Finally, several Parks and Recreation vehicle maintenance mechanics relocated to the Public Works Department's Municipal Service Center (MSC). Instead of building a four-bay garage at a price of \$350,000, the Parks and Recreation Department uses four bays at MSC, spending \$30,000 on facility improvements. In this case, annual savings to the city are estimated at \$32,000.

Staff reports the city may be saving approximately \$226,000 annually as a result of their efforts. Many of the identified savings are expected to continue for several years to come.

Opportunities For Further Improvements Through Consolidation Remain

Despite the departments' efforts, many activities continue to be performed separately, most notably motor equipment operations. The original audit concluded that potential savings could be derived from consolidation and that the benefits outweighed the concerns expressed by department staff. We still believe consolidation should be pursued.

Department staff should consider further consolidation while participating the city's recent comprehensive services improvement initiative. Any proposed modifications in motor equipment, construction, building maintenance, and street-related maintenance should be communicated to the City Council and the Board of Parks and Recreation Commissioners for deliberation. In addition, staff in both departments should continue their efforts to develop and gather performance information that would allow both departments to monitor and document the efficiency and effectiveness of their activities over time.

Reported Motor Equipment Consolidation Efforts Were Subsequently Discontinued

The original audit found that motor equipment operations in the two departments were virtually the same, except for some differences in the type of equipment maintained. Positions in Parks and Recreation were duplicated in Public Works. A consultant hired by Parks and Recreation to review its motor equipment operations found it lacking in personnel, facilities, and information systems and recommended significant

investment to address these deficiencies.⁸ Consolidation was expected to make this investment unnecessary.

Our follow-up found that efforts to consolidate motorized equipment maintenance were not completed. Motor vehicle maintenance continues to be performed separately by each department. While six Parks and Recreation mechanics were moved to MSC, another nine continue to repair vehicles at Parks and Recreation district offices. The mechanics at MSC maintain only Parks and Recreation Department vehicles.

Efforts to consolidate were begun. According to the November 1996 ARTS report, moving Parks and Recreation Department mechanics from Parks and Recreation facilities to MSC was intended to allow both staffs to eventually share workloads during busy periods. In addition, Parks and Recreation was to begin to purchase parts from the Public Works storeroom. Finally, Parks and Recreation vehicles were to be added to GEMS 2000, Public Works' fleet management system that, among other things, tracks mechanics' productivity.

Changes were largely abandoned. In our follow-up, we found that the Parks and Recreation mechanics located at MSC continue to work solely on Parks and Recreation vehicles. Parks and Recreation mechanics do not report to Public Works management and discontinued using GEMS 2000, citing a lack of beneficial information being obtained from the system for the time spent entering it, and the fact that not all vehicles are repaired at the MSC location. Parks and Recreation also stopped buying parts from Public Works' storeroom, citing the 25 percent surcharge assessed on their purchases. Parks and Recreation staff report, however, that they continue to utilize the same city-wide contract that Public Works uses in purchasing vehicle parts and other supplies.

As part of our follow-up, we compared the manner in which activities were performed prior to the audit to the manner in which they are performed today, based on the different activities identified by the task forces established to review the potential for consolidation. Motor equipment activities are shown in Exhibit 4.

⁸ *City of Kansas City, Missouri Parks & Recreation Department, District Four Garage Study (Draft)*, Bucher, Wills & Ratliff and David M. Griffith and Associates, March 1995, p. II-15.

Exhibit 4. Comparison of Vehicle Maintenance Activities, 1995 and 2000

Activity	Status in 1995	Status in 2000
Parts Purchasing	Separate	City-wide contract
Consumables	Separate	City-wide contract
Vehicle Purchasing	Separate	City-wide contracts. Specialized vehicles purchased separately
Workload Sharing	None	None
Equipment Sharing	None	None
Fueling	Separate	Parks and Public Works share a fueling station
Vehicle Specification Writing	Separate	Parks and Public Works share specifications
Vehicle Information System	Separate	Separate
Vehicle Warranty	Separate	Separate
Vehicle Road Service	Separate	Separate
Vehicle Maintenance	Separate	Separate
Work Areas	Separate	Separate
Customers	Separate	Separate
Parts Administration	Separate	Separate
Parts Distribution	Separate	Separate
Administration	Separate	Separate

Sources: Interviews with Parks and Recreation and Public Works department staff.

In fiscal year 2000, Parks and Recreation still employed 15 mechanics⁹ and spent \$735,000 for vehicle maintenance. Department staff estimate these costs will continue to increase by 8 to 12 percent as the vehicle fleet continues to age without sufficient capital for replacement. With a few exceptions, the departments continue to complete motor equipment operations separately. (See Appendix C for a complete list of the consolidation status of similar department activities.)

Consolidation of motor equipment was recommended by an outside consultant¹⁰ in 1982, and by a task force of city staff in 1992. Both recommended a single motor equipment operation for all city vehicles, including those maintained by Public Works, Parks and Recreation, Aviation, and Water Services. While determining the feasibility of a city-wide motor equipment operation is outside the scope of this follow-up, we continue to believe it would be beneficial to consolidate the

⁹ Six of these mechanics work at MSC. The other nine repair department vehicles in facilities located at Parks and Recreation district offices.

¹⁰ *Motor Vehicle Fleet Study – Detailed Findings and Recommendations*, Touche Ross and Co., Kansas City, Missouri, December 15, 1982, p. 138.

vehicle maintenance operations of the Parks and Recreation and Public Works departments.

Some Performance Information Exists

The original audit recommended consolidation be pursued not only to derive monetary savings but also to improve managerial effectiveness. We found limited performance information during the original audit and felt consolidation would provide opportunities for the combined administrative staff to establish and generate outcome measurements.

During the follow-up, we found some performance information is being collected, however, the information has not been gathered long enough to be useful in evaluating the impact of operational changes on service delivery. As a result, we were unable to use performance information to identify any improvements in service delivery or performance resulting from the consolidation efforts of the two departments.

In order to assess the quality and results of their efforts, we recommend management of both departments continue their efforts to develop and gather performance information that would allow the departments to evaluate the efficiency and effectiveness of their activities over time. The information obtained should allow better management of department activities and could assist in evaluating the success of future consolidation efforts. More importantly, this information will help departments effectively monitor the quality and results of their service delivery efforts.

Consolidation Concerns Can Be Successfully Addressed

During the original audit, department staff expressed concerns regarding the loss of control consolidation would bring and the lack of expertise one department would have when assuming responsibility for another department's workload. Similar concerns were expressed during the follow-up, along with difficulties resulting from the departments being accountable to different authorities and their activities provided by different funding sources. We do not consider these concerns insurmountable.

Customer responsiveness could address control concerns.

Department staff expressed concern about losing control if another department assumed their activities. Similar concerns were expressed during the original audit. One method of addressing this concern is the establishment of a "provider/customer" relationship, wherein one of the goals of the department providing the service is to satisfy the "customer," which in this case is the other department. Some of the established

performance measures previously recommended could be specifically designed to measure the level of satisfaction the other department has with the services they provided prior to consolidation. The needs of the other department should be addressed systematically, comprehensively, and equitably.

Consolidation is possible despite differing legislative authority.

Another concern expressed during the follow-up by representatives of both departments is the different legislative authorities under which the departments operate. While both departments operate under different authorities, there is a provision that allows for cooperation between operating authorities. The city charter provides the City Council with the power to pass ordinances for operating activities directed by the Board of Parks and Recreation Commissioners provided the board recommends such action.

Differences in funding sources can be negotiated. As previously mentioned the individual departments are funded from different sources, raising concerns about equity. We anticipate this concern could be addressed through negotiation. Just as city staff reached agreement on compensation when one department began sharing space of the other, issues regarding differences in funding sources could be addressed through negotiation.

Consolidation utilizes staff expertise more effectively. Another concern raised by department staff during both the original audit and the follow-up involved the loss of expertise resulting from consolidation. We do not see consolidation as one staff assuming the workload of another, but rather applying staff expertise over the entire workload of both departments. In the original audit we described the process in three steps. First, the administrative functions would be combined under a single authority or department. Second the operations staff would be combined in a single department. Third, the optimal staffing levels are determined, a function that should be part of the ongoing activities of any operating department. This process combines the expertise of both department staffs to provide the best service delivery possible.

Further Consolidation Opportunities Exist

Consolidation opportunities could be re-examined as part of the city's comprehensive service improvements initiative. Recently, the city signed a contract with Henningson, Durham and Richardson Architecture and Engineering (HDR). HDR is supposed to help the city develop goals and an approach for improving effectiveness, efficiency, and economy of service delivery. One of the goals is to improve the competitiveness of

city departments. Public–private partnership is only one of many tools that can be used to improve performance. Consolidation and right-sizing are other tools that could be used.

One step in the process of improving city performance is competitive business planning. City departments will have to develop specific plans and do benchmark studies. When developing their business plans, departments will have an opportunity to re-think or reengineer the way they deliver services. Departments will also have an opportunity to analyze what they do, why and how they do it, and whether they need to do it. While doing so, departments should also re-examine the potential for further consolidation of motor equipment, construction, building maintenance, and street-related maintenance. The city manager reports he has already directed Public Works to address consolidation while participating in this effort.

We continue to believe that additional benefits are possible through consolidation of motor equipment, construction, building maintenance, and street-related maintenance. We recommend the directors of Parks and Recreation and Public Works direct their staff to consider opportunities for further consolidation while participating in the service improvements initiative. Any proposed modifications in motor equipment, construction, building maintenance, and street-related maintenance activities should be communicated to the City Council and the Board of Parks and Recreation Commissioners for deliberation.

Recommendations

1. The directors of Parks and Recreation and Public Works should direct staff to consider opportunities for further consolidation in motor equipment, construction, building maintenance, and street-related maintenance while participating in the city's comprehensive initiatives and efficiencies effort.
2. The directors of Parks and Recreation and Public Works should direct staff to prepare a report to the City Council and the Board of Parks and Recreation Commissioners describing any proposed modifications in motor equipment, construction, building maintenance, and street-related maintenance efforts identified while participating in the city's comprehensive initiatives and efficiencies effort.
3. The directors of Parks and Recreation and Public Works should present the report of proposed modifications in motor equipment, construction, building maintenance and street-related maintenance to both the City Council and the Board of Parks and Recreation Commissioners for deliberation.
4. The directors of Parks and Recreation and Public Works should continue their efforts to develop and gather performance information that would allow the departments to monitor and document the efficiency and effectiveness of their activities over time.

Appendix A

Prior Audit Recommendation

Prior Audit Recommendation

1. We recommend that the city manager prepare a detailed proposal for consideration by the City Council and the Board of Parks and Recreation Commissioners for consolidating motor equipment, construction, building maintenance, and street-related maintenance operations. For each activity, the proposal should include a determination of whether the city should modify the current system to enhance coordination between the Parks and Recreation and Public Works departments, fully consolidate the activity in a single department, or partially consolidate the activity. The proposal should include a timetable for implementation for each activity.
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Appendix B

Audit Report Tracking System (ARTS) Reports

Audit Report Tracking System			
1. Audit Title CONSOLIDATION OF SELECTED ACTIVITIES	2. This Report Date 29-Nov-95		
3. Department PUBLIC WORKS DEPARTMENT	4. Last Report Date NONE		
5. Department Head GEORGE E. WOLF, JR.	6. Contact Person/Phone LARRY FREVERT/274-1778		
7. Audit Release Date 31-Jul-95	8. ARTS Number		
9. Status of All Audit Recommendations			
<u>Status</u>	<u>Date</u>	<u>Status</u>	<u>Date</u>
1. PARTIALLY IMPLEMENTED	11/29/96		
10. Recommendations Included in this Report			
<p>Recommendation No. 1: We recommend that the City Manager prepare a detailed proposal for consideration by the City Council and the Board of Parks and Recreation Commissioners for consolidating motor equipment, construction, building maintenance and street-related maintenance operations. For each activity, the proposal should include a determination of whether the City should modify the current system to enhance coordination between the Parks and Recreation and Public Works departments, fully consolidate the activity in a single department, or partially consolidate the activity. The proposal should also include a timetable for implementation for each activity.</p> <p>Status: The transformation of city government initiative of the city manager is beginning to address this recommendation. The Public Works Department and the Parks and Recreation Department, along with the Water Services Department comprise the Infrastructure Investment Group and as such are seeking methods of improving customer service, at the least possible cost with the greatest citizen and associate satisfaction. A transition process has begun with the heavy equipment maintenance and repair section of the Parks and Recreation Department relocating from its 17th and Elmwood site to the Public Works' equipment maintenance and repair central site, Municipal Service Center. The two departments have appointed a transition coordination team and construction of appropriate supervisor offices and designation of work stations for Parks and Recreation staff has begun. Initially, the equipment repair crews of the two departments will work independently. However, when one department's staff is overloaded and the other has time available, work sharing will occur with charges made against the appropriate department. Parts will be obtained from a single, well stocked "store" at MSC. The Parks and Recreation fleet is being added to the GEMS 2000 fleet management system maintained by the Public Works Department.</p>			

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Audit Report Tracking System	
Audit Title:	CONSOLIDATION OF SELECTED ACTIVITIES
Report Date:	29-Nov-96
10. Recommendations Included in this Report (continued)	
<p><u>Recommendation No. 1 (Continued):</u> In time, opportunities will be pursued as appropriate for further consolidation of efforts and work sharing.</p> <p>At this point, consolidation efforts in the areas of construction, building maintenance, and street-related maintenance have not occurred. Until a policy decision is made that re-structures city government, the Public Works Department (currently accountable through the city manager to the City Council) and the Parks and Recreation Department (currently accountable through the Board of Parks and Recreation Commissioners) will have differing priorities and objectives which hinder implementation of this recommendation.</p> <p>The staffs of the Public Works Department and the Parks and Recreation Department do meet at least monthly to discuss projects of mutual concern and to insure that work is coordinated and similar work objectives are being followed.</p>	

Audit Report Tracking System			
1. Audit Title Consolidation of Selected Activities		2. This Report Date November 29, 1996	
3. Department Parks and Recreation Department		4. Last Report Date None	
5. Department Head Terry R. Dopson		6. Contact Person/Phone Mark L. McHenry/871-5781	
7. Audit Release Date July 31, 1995		8. ARTS Number	
9. Status of All Audit Recommendations			
<u>Status</u>	<u>Date</u>	<u>Status</u>	<u>Date</u>
1. Partially Implemented	11/29/96		
10. Recommendations Included in this Report.			
<p><u>Recommendation No. 1:</u> We recommend that the City Manager prepare a detailed proposal for consideration by the City Council and the Board of Parks and Recreation Commissioners for consolidating motor equipment, building maintenance and street-related maintenance operations. For each activity, the proposal should include a determination of whether the City should modify the current system to enhance coordination between the Parks and Recreation and Public Works departments, fully consolidate the activity in a single department, or partially consolidate the activity. The proposal should include a timetable for implementation for each activity.</p> <p><u>Status:</u> A partial consolidation has begun with the heavy equipment maintenance and repair section of the Parks and Recreation Department relocating its 17th and Woodland site to the Public Works equipment maintenance and repair central site, Municipal Service Center. Parks and Recreation currently has 2 heavy equipment mechanics, 3 automotive technicians, 2 automotive mechanics, and a motorized equipment supervisor working at the Municipal Service Center. In addition, the economy of scale savings for outside service contracts and preventative maintenance can be realized at this location. The two departments have appointed a transition coordination team and construction of appropriate supervisor offices and designation of work stations for Parks and Recreation staff has begun. Initially, the equipment repair crews of the two departments will work independently. However, when one department's staff is overloaded and the other has time available, work sharing will occur with charges made against the appropriate department. Parts will be obtained from a single, well stocked "store" at MSC. The Parks and Recreation fleet is being added to the GEMS 2000 fleet management system maintained by the Public Works Department.</p>			

Audit Report Tracking System	
Audit Title:	Consolidation of Selected Activities
Report Date:	November 29, 1996
12. Recommendations Included in this Report (continued)	
<u>Recommendation No. 1 (continued):</u>	
<p>At this point, consolidation efforts in the areas of construction, building maintenance, and street-related maintenance have not occurred. Our position on these items remains the same as stated in our June 23, 1995 response to the original audit.</p>	
<p>Parks and Recreation has recently started working with Jackson County on grounds maintenance contract document coordination. We are in an open position to participate with Public Works on street related maintenance, as well as, the possibility of Parks and Recreation working together with the Neighborhood and Community Services Department on vacant lot weed control.</p>	
<p>Parks and Recreation established a city staff development coordinating committee a few years ago, which meets on a weekly basis with other city departments, architects, engineers, and developers to discuss projects of mutual concern. The Public Works Department staff are regular participants in these meetings.</p>	

Audit Report Tracking System											
1.	Audit Title	2.	This Report Date								
	CONSOLIDATION OF SELECTED ACTIVITIES: PARKS & RECREATION AND PUBLIC WORKS DEPARTMENTS		MAY 21, 1997								
3.	Department	4.	Last Report Date								
	PARKS & RECREATION AND PUBLIC WORKS		November 27, 1996								
5.	Department Head	6.	Contact Person/Phone								
	TERRY DOPSON, DIRECTOR OF PARKS/RECREATION AND ED WOLF, DIRECTOR OF PUBLIC WORKS		MARK McHENRY/871-5781 LARRY FREVERT/274-1778								
7.	Audit Release Date	8.	ARTS Number								
	JULY 31, 1995		934-020-2								
9. Status of All Recommendations											
<table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left; width: 35%;"><u>Status</u></th> <th style="text-align: left; width: 20%;"><u>Date</u></th> <th style="text-align: left; width: 35%;"><u>Status</u></th> <th style="text-align: left; width: 10%;"><u>Date</u></th> </tr> </thead> <tbody> <tr> <td>1. IN PROGRESS</td> <td>MAY 1997</td> <td></td> <td></td> </tr> </tbody> </table>				<u>Status</u>	<u>Date</u>	<u>Status</u>	<u>Date</u>	1. IN PROGRESS	MAY 1997		
<u>Status</u>	<u>Date</u>	<u>Status</u>	<u>Date</u>								
1. IN PROGRESS	MAY 1997										
10. Recommendations Included in this Report											
<p>1. We recommend that the City Manager prepare a detailed proposal for consideration by the City Council and the Board of Parks and Recreation Commissioners for consolidating motor equipment, construction, building maintenance, and street-related maintenance operations. For each activity, the proposal should include a determination of whether the City should modify the current system to enhance coordination between the Parks and Recreation and Public Works departments, fully consolidate the activity in a single department, or partially consolidate the activity. The proposal should also include a timetable for implementation for each activity.</p> <p><u>In progress:</u> The staffs of the Parks and Recreation and Public Works Departments have met numerous time as a group and in smaller task forces. The task forces, consisting of cross department staff, have been assigned to address specific functions within the two departments. The task forces have addressed the following general areas:</p> <ul style="list-style-type: none"> Motorized Equipment Building/Facility Maintenance Construction Projects and Inspections Street/Boulevard Related Maintenance <p>The task forces were assigned the responsibility to compile a detailed inventory of the specific work area requirements and functions of both departments. Using these inventories, the task forces have developed detailed matrices identifying these areas of work where cooperative efforts presently exist and where future cooperation may occur to promote efficiency, economy and quality of service by pursuing any of the four following strategies: 1) Modifying Current Operations, 2) Partial Consolidation, 3) Consolidation, or, 4) No Change in Activity. The matrices prepared by these four task forces are attached and made a part of this report. Dates are projected when we project the recommended action will be accomplished.</p>											

VEHICLE FLEET MAINTENANCE LIKE TASKS				COOPERATION or CONSOLIDATION of SERVICES	
SPECIFIC AREAS FOR COOPERATION	MOTOR EQUIPMENT	PARKS & RECREATION	WATER	Current Level of Cooperation	Planned Level of Cooperation or Consolidation
GEMS 2000	Yes	Yes	Yes	Common Administrator for all units.	Consolidated.
VEHICLE SPEC WRITING	Yes	Yes	Yes	Parks & Motor Equip	Full coop Parks & Motor Equip.
VEHICLE PURCHASING	Yes	Yes	Yes	Common Municipal Contracts Metro wide.	
VEHICLE WARRANTY	Yes	No	No	Motor Equipment will do all warranty repairs as needed.	
VEHICLE MAINTENANCE	Yes	Yes	Yes	Parks & Motor Equip Heavy Vehicles Only	Full coop Parks & Motor Equip.
VEHICLE ROAD SERVICE	Yes	Yes	No		Full coop Parks & Motor Equip.
WORK AREAS	Yes	Yes	No	Parks & Motor Equip Heavy Vehicles Only	Full coop Parks & Motor Equip.
WORKLOAD SHARE	Yes	Yes	No	Parks & Motor Equip	Full coop Parks & Motor Equip.
CUSTOMERS	Yes	Yes	Yes	Parks, Water, and ME	Limited Coop on an as needs basis in development stages. Meet in early June.
EQUIPMENT SHARING	Yes	Yes	No	Parks & Motor Equip	Full coop Parks & Motor Equip.
PARTS ADMINISTRATION	Yes	Yes	No	Parks & Motor Equip	Full coop Parks & Motor Equip.
PARTS PURCHASING	Yes	Yes	No	Parks & Motor Equip	Parks is progressively buying more and more parts through Motor Equipment.
PARTS DISTRIBUTION	Yes	Yes	No	Motor Equipment.	Motor Equipment distributes parts to Water and Parks as needed.
CONSUMABLES	Yes	Yes	No	Motor Equipment.	Sold to all departments (room to expand).
FUELING	Yes	Yes	Yes		In the hands of Purchasing.
ADMINISTRATION	Yes	Yes	Yes	None	Room for rationalization of administrative functions.

Meeting with Water to finalize negotiations for ME to relinquish the Body Shop to Water's new facility.
Meeting between ME and Parks on May 28 to discuss further cooperation and/or consolidation.

Like Tasks Cooperation

5/13/97

Sheet1

BUILDING AND FACILITY MAINTENANCE COMMITTEE CONSOLIDATION REPORT					
SPECIFIC WORK TASK	PARKS AND RECREATION RESPONSIBILITY	PUBLIC WORKS RESPONSIBILITY	CURRENT LEVEL OF COOPERATION	RECOMMENDATION	COMPLETION DATE
Elevator maintenance and inspection	Contract administration of park owned facilities	Contract administration of city owned buildings	Contract is coordinated through Public Works	Consolidate two elevator maintenance contracts into one	5/1/97
City-wide Safety and Security Committee	Full participation by committee members	Full participation by committee members	Both departments are participating fully	Continue this coordinated effort	Ongoing
Hardscape and Landscape maintenance	Assist Public Works with expertise and resources in the area of landscaping	Assist Parks and Recreation with expertise and resources in the area of hardscape	Both departments provide service for coordinated effort when necessary	Complete a review of P.W. facilities that may receive park maintenance, pending resources	9/1/97
Annual Service Contracts	Maintenance of all Park owned facilities and amenities	Maintenance of all City owned facilities	Individual departments administer their contracts- hvac, plumbing, electrical	Award one contract for each type of work to be administered by the using department	5/1/97
Thermal and moisture protection	Maintenance of all Park owned facilities and amenities	Maintenance of all City owned facilities	Individual departments specify and administer their own contracts	Shared contract to maintain consistency and secure lowest bid administered by using department	5/1/97
Benchmarking	Develop and evaluate performance measurements	Assessing and benchmarking with other facility managers	No current level of cooperation	Information and measurements be shared if similar work is performed	11/1/97
Quarterly sharing sessions	None	None	No current level of coordination	Begin quarterly sharing sessions immediately	Ongoing
Building inspections and evaluation	Maintenance and evaluation of all Park owned facilities and amenities	Maintenance and evaluation of City owned facilities	None	Begin to utilize and standardize all condition and assessment forms and developed a comprehensive inventory	2/1/98
Fountain Maintenance	Maintenance of all Parks and Recreation fountains	Maintenance of City Hall fountains	Periodic consultation	Review possibility of Parks assuming the maintenance & operation of City Hall and others	5/1/97

CONSTRUCTION PROJECTS AND INSPECTIONS PUBLIC WORKS/PARK AND RECREATION CONSOLIDATION REPORT					3/17/97
SPECIFIC WORK TASKS	PARKS & REC RESPONSIBILITY	PUBLIC WORKS RESPONSIBILITY	CURRENT LEVEL OF COOPERATION/CONSOLIDATION	RECOMMENDATION	
<i>Project Planning</i>	By project specialty	By project specialty	Each department does planning in its area of responsibility with unique projects for its respective customers. Each uses the other in their respective areas of expertise. Coordination is occurring at monthly park development meetings and by participation in the Transportation and Development Committee meetings.	No duplication of services identified Coordination should continue.	
<i>Project Design:</i>					
Bridges	Any on Blvds and Parkways	All others except on Blvds and Parkways	All bridges, storm and sanitary sewers are designed and constructed through a coordinating committee from both Depts. Public Works administers most projects.	Consolidation Complete	
Sanitary Sewers	Any on Blvds and Parkways or within Park land	All except interceptors and those on Park land	Both Depts use outside consultants for most projects.	Consolidation Complete	
Storm Sewers	Any on Blvds and Parkways or with in Park land	All other streets	Each Dept takes care of their own responsibilities.	Cont'd Coord. and Joint Review	
Streets	Blvds and Parkways	All other streets	Parks handles all	Complete review by 9-1-97	
Curb and Sidewalk	Blvds and Parkways and Park Roads	None	Coordinated through Parks.	No Duplication	
Recreation Facilities	All City owned	All other streets and Public Facilities	Parks handles all	Cont'd Coord. and Joint Review	
Landscape	All Blvds and Parkways and Park Facilities	None	Each Dept takes care of their own responsibilities.	No Duplication	
Fountains	All City owned	All other buildings except Aviation and Water	All street lighting consolidated.	Complete Review by 1-1-98	
Public Buildings	Community Centers and all Park buildings	All other streets	Parks handles all	Consolidation Complete	
Street Lighting	Any on Blvds and Parkways and Park Roads	None	ART Administrator coordinates for all depts.	No Duplication	
Parks	All	All	Parks now participating in UICC and Std's Committee.	No Duplication	
1% for ART Programs			Both departments have been working with Law, Aviation and Water Services to develop standard General Contract Provisions that will be used for all City construction contracts. These will be completed by 4-30-97.	Continue Coordination	
<i>Contract Procedures</i>					
Construction	All Parks Projects	All Public Works Projects	Both depts. are participating in a contract processing committee with other contracting departments.	Complete by 4-1-98	
Professional Services	All Parks Projects	All Public Works Projects	Both are participating in a review of contracts with other departments for the purpose of standardization.	Complete review for possible consolidation by 9-1-97	
<i>Construction Inspection</i>					
	All Parks Projects	All Public Works Projects	Each department is handling its own responsibilities.	Complete review by 6-1-97	
<i>Survey</i>					
	All Parks Projects	All Public Works Projects, Property Surveys	Presently reviewing for possible consolidation.	Complete review by 11-1-97	
<i>Materials Testing</i>					
	All Parks projects by contract	Land Corner monuments	Presently reviewing for possibility of Public Works providing service to Parks at less cost.	No further consideration should be given to this.	
<i>Project Tracking</i>					
	All Parks Projects	All Public Works projects except specialties such as geotech, welding and environmental	This activity is performed by each department as an integral part of its service delivery and in that regard responds to its respective management and policy makers. Since this activity is spread throughout all levels of each organization, consolidation would be nearly impossible and we feel that no efficiencies would be gained.		

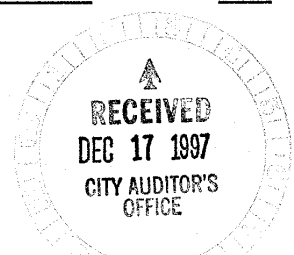
STREET/BOULEVARD MAINTENANCE CONSOLIDATION REPORT					5/5/97
SPECIFIC WORK TASKS	PARKS & REC. RESPONSIBILITY	PUBLIC WORKS RESPONSIBILITY	CURRENT LEVEL OF COOPERATION/CONSOLIDATION	RECOMMENDATION	DATE OF COMP.
Bridge Inspections	* Bridges on Blvds. and Parkways.	* Bridges on Streets and Roads	* All Bridge Inspections consolidated through Public Works.	* Completed Consolidation	N/A
Bridge Repair and Construction	* Bridges on Blvds. and Parkways.	* Bridges on Streets and Roads.	* All Major Bridge Repair & Construction Projects are reviewed, designed & implemented through a coordinating committee consisting of both Depts. Public Works administers most projects by mutual consent.	* Completed Consolidation	N/A
			* Minor Bridge Repairs Performed through Public Works.		
Large Box Culverts	* Blvds. & Parkways	* Streets & Roads	* All large box culvert repairs consolidated through Public Works.	* Completed Consolidation	N/A
Pavement Resurfacing	* Blvds., Parkways, Park Roads & Parking Lots.	* Street & Roads	* All resurfacing consolidated through Public Works.	* Completed Consolidation	N/A
Catch Basins-Cleaning and Repair	* Blvds., Parkways and Park Roads.	* Streets & Roads	* All Repair & Cleaning Operations being consolidated in Water Services.	* Completed Consolidation	N/A
Signalization, Pavement Markings & Traffic Signage	* Blvds. & Parkways	* Streets & Roads	* All Signalization, Pavement Markings & Traffic Signage Consolidated in Public Works.	* Completed Consolidation	N/A

SPECIFIC WORK TASKS	PARKS & REC. RESPONSIBILITY	PUBLIC WORKS RESPONSIBILITY	CURRENT LEVEL OF COOPERATION/CONSOLIDATION	RECOMMENDATION	DATE OF COMP.
Placement of Emergency Safety Barriers	* Bvds., Parkways & Park Areas	* Streets & Roads	* The placement of emergency safety barriers, barricades & lights is coordinated through Public Works.	* Completed Consolidation	N/A
Street Lighting	* Bvds. & Parkways	* Streets & Roads	* All Street Lighting Consolidated	* Completed Consolidation	N/A
Ornamental & Pedestrian Lighting	* Bvds. & Parkways	* None- Public Works does not maintain similar systems except by agreement with private sector. No consolidation necessary.	* Pedestrian & Ornamental Lighting on Bvds. & Parkways are maintained by Parks and Recreation.	* No Consolidation necessary at this time.	N/A
Urban Forestry Services; e.g. pruning, removals, & plantings.	* Bvds., Parkways and Park Areas.	* Streets, Roads & Public Properties- All tree services provided by Parks and Recreation by agreement.	* All Urban Forestry Services Consolidated through Parks and Recreation.	* Completed Consolidation	N/A
Drainage Ditch Maintenance	* Park Areas	* All public rights-of-ways.	* Most drainage ditch maintenance has been consolidated through Public Works	* Pursue Consolidation of remaining ditch maintenance operations through Public Works	8/1/97
Street Sweeping	* Bvds. & Parkways- High level of maintenance. Approx. 16 sweepings per year.	* Major Arterials-Moderate level of maintenance. Approx. 9 sweepings per year.	* Shared Contract specifications to maintain consistency.	* Consolidate pre-bid conferences and bid openings.	11/1/97
			* No areas of duplication.	* Schedule bid openings mutually in order to secure lowest bids.	11/1/97

Page 3

SPECIFIC WORK TASKS	PARKS & REC. RESPONSIBILITY	PUBLIC WORKS RESPONSIBILITY	CURRENT LEVEL OF COOPERATION/CONSOLIDATION	RECOMMENDATION	DATE OF COMP.
Application of Herbicides	* Bvds. & Parkways- Application of selective herbicides for control of broadleaf weeds in turf areas.	* Downtown Streets- Application of non-selective herbicides to control vegetation in sidewalks, curbs and streets.	* Shared contract specifications to maintain consistency.	* Improve consistency in contract specifications.	8/1/97
			* No areas of duplication.	* Schedule bid openings mutually in order to secure lowest bids.	11/1/97
		* Rural Roads- Application of non-selective herbicides to eradicate vegetation around guard rails & signs, & to eradicate noxious weeds.		* Consolidate pre-bid conferences and bid openings.	11/1/97
				* Pursue consolidation of the application of herbicides city wide. Include the application of herbicides by other city departments, e.g. Water Services.	5/1/99
Road Shoulder Repairs and Maintenance	* Bvds., Parkways & Parks- Performed as needed by Parks and Recreation crews.	* Streets & Roads- Performed on scheduled basis by Public Works crews.	* None	* Pursue the consolidation of shoulder repairs & maintenance through Public Works.	5/1/98
Guard Rail Repair & Maint.	* Bvds., Parkways & Parks- Performed as needed by Parks and Recreation crews.	* Streets & Roads- Performed as needed by Public Works crews.	* None	* Pursue the consolidation of repairs and maintenance through Public Works.	8/1/97
Pavement Repair	* Park Roads	* Bvds., Parkways, Streets & Roads.	* Public Works performs all pavement repairs on Bvds., Parkways, Streets & Roads. Parks & Recreation has continued to repair Park Roads & Parking Lots.	* Consolidate all pavement repairs through Public Works.	8/1/97

SPECIFIC WORK TASKS	PARKS & REC. RESPONSIBILITY	PUBLIC WORKS RESPONSIBILITY	CURRENT LEVEL OF COOPERATION/CONSOLIDATION	RECOMMENDATION	DATE OF COMP.
Ice and Snow Removal	* Bvds., Parkways, Park Roads and Parking Lots.	* Streets & Roads	* All ice & snow removal operations are centrally administered through Public Works.	* Review routes and reconfigure to reduce travel time and improve efficiency.	10/1/97
			* No areas of duplication.		
Emergency Response Efforts	* City-Wide	* City-Wide	* Public Works & Parks and Recreation work closely together in responding to any city emergency requiring an immediate response; e.g. snow storms, ice storms, wind storms, floods, etc...	* Continue review of emergency response situations as part of a concerted effort to make improvements.	8/1/97

Audit Report Tracking System			
1.	Audit Title Consolidation of Selected Activities: Parks & Recreation and Public Works Departments	2.	This Report Date November 25, 1997
3.	Department Parks & Recreation and Public Works	4.	Last Report Date May 21, 1997
5.	Department Head Terry Dopson, Director of Parks & Recreation and Ed Wolf, Director of Public Works	6.	Contact Person/Phone Mark McHenry @ 871-5781 and Larry Frevert @ 274-1778
7.	Audit Release Date July 31, 1995	8.	ARTS Number 934-020-3
9. Status of All Recommendations			
	<u>Status</u>	<u>Date</u>	
1. In Progress		November 1997	
			
10. Recommendations Included in this Report			
<p>1. We recommend that the City Manager prepare a detailed proposal for consideration by the City Council and the Board of Parks and Recreation Commissioners for consolidating motor equipment, construction, building maintenance and street-related maintenance operations. For each activity, the proposal should include a determination of whether the City should modify the current system to enhance coordination between the Parks and Recreation and Public Works Departments, fully consolidate the activity in a single department, or partially consolidate the activity. The proposal should also include a timetable for implementation of each activity.</p> <p><u>In Progress:</u> The staffs of the Parks and Recreation and Public Works Departments have continued to meet in cross-departmental task forces to address these specific functions. The task forces have been organized in the following general areas:</p> <ul style="list-style-type: none"> Motorized Equipment Building/Facility Maintenance Construction Projects and Inspections Street/Boulevard Related Maintenance <p>Since the last ARTS report, the task forces have continued their efforts and the attached matrices provide up to date summaries of the activities to date. The matrices accompanying this report have been expanded to include a column identifying, where known, the value of the consolidation efforts. Completion dates have been updated for efforts not yet completed.</p>			

Auditor's Report Tracking System
Duplication of Services - Parks and Public Works

FLEET MAINTENANCE		COOPERATION or CONSOLIDATION		of SERVICES			
LIKE TASKS		PLANNED LEVEL OF		COOPERATION or CONSOLIDATION		COM-	VALUE OF
SPECIFIC AREAS	PUBLIC WORKS	PARKS & REC.				PLETED	CONSOL.
FOR COOPERATION							
GEMS 2000	YES	YES		Consolidated		Yes	\$120,000
EQUIP. SPEC. WRITING	YES	YES		Full cooperation of Parks and P. W.		Yes	
VEHICLE PURCHASING	YES	YES		Full cooperation of Parks and P. W.		Yes	
VEHICLE WARRANTY	YES	YES		P.W. \$4,400 Y.T.D.		Yes	\$4,400
VEHICLE MAINTENANCE	YES	YES		Full cooperation of Parks and P. W.		Yes	
VEHICLE ROAD SERVICE	YES	YES		Full cooperation of Parks and P. W.		Yes	
WORK AREAS	YES	YES		Parks Heavy Equipment Section moved to M.S.C.		Yes	
WORKLOAD SHARE	YES	YES		Full coop Parks and PW share labor as needed		Yes	
CUSTOMERS	YES	YES		Full coop Parks and ME share as needed		Yes	
EQUIPMENT SHARING	YES	YES		Full cooperation of Parks and P. W.		Yes	
PARTS ADMINISTRATION	YES	YES		Full cooperation of Parks and P. W.		Yes	
PARTS PURCHASING	YES	YES		Full year \$3,349 Y.T.D. \$16,073		Yes	\$19,416
PARTS DISTRIBUTION	YES	NO		PW distributes parts to Parks as needed		Yes	
CONSUMABLES	YES	NO		Commodities sold to all		Yes	
FUELING	YES	YES		Parks now using PW fueling sites		Yes	
ADMINISTRATION	YES	YES		Full cooperation of Parks and P. W.		Yes	
				TOTAL			\$19,416
* GEMS 2000 System now used by Aviation, Water, Parks and Public Works A one-time savings of \$70,000 realized by the City by NOT duplicating hardware in FY 97. A one-time savings of \$50,000 realized by the City for waiving of license fee by the software vendor in FY 97.							

WLP/dar

11/25/97

SPECIFIC WORK TASK	BUILDING AND FACILITY COMMITTEE				RECOMMENDATION	COMPLETION STATUS	VALUE OF CONSOLIDATION
	PARKS AND RECREATION RESPONSIBILITY	PUBLIC WORKS RESPONSIBILITY	CURRENT LEVEL OF COOPERATION	CONSOLIDATION REPORT			
Elevator maintenance and inspection	Contract administration of Park owned facilities	Contract administration of city owned buildings	Contract is coordinated through Public Works		Consolidate two elevator maintenance contracts into one	COMPLETE	\$2,500
City-wide Safety and Security Committee	Full participation by committee members	Full participation by committee members	Both departments are participating fully		Continue this coordinated effort	COMPLETE	undetermined
Hardscape and Landscape maintenance	Assist Public Works with expertise and resources in the area of landscape	Assist Parks and Recreation with expertise and resources in the area of hardscape	Both departments provide service for coordinated effort when necessary		Complete a review of P.W. facilities that may receive park maintenance, pending resources	May-98	undetermined
Annual Service Contracts	Maintenance of all Park owned facilities and amenities	Maintenance of all City owned facilities	Individual departments administer their contracts		Award one contract for each type of work to be administered by the using department	COMPLETE	Labor 18% savings Material 6% savings
Thermal and moisture protection	Maintenance of all Park owned facilities and amenities	Maintenance of all City owned facilities	Individual departments specify and administer their own contracts		Shared contract to maintain consistency and secure lowest bid administered by using department	COMPLETE	\$2,500
Benchmarking	Develop and evaluate performance measures	Assessing and benchmarking with other facility managers	No current level of cooperation		Information and measurements be shared if similar work is performed	May-98	undetermined
Quarterly sharing sessions	None	None	No current level of coordination		Begin quarterly sharing sessions	COMPLETE	undetermined
Building inspections and evaluation	Maintenance and evaluation of all Park owned facilities and amenities	Maintenance and evaluation of City owned facilities	None		Begin to utilize and standardize all condition and assessment forms and develop a comprehensive inventory	Dec-98	undetermined
Roofing Assessment Program	Contract evaluation and administration of Park owned facilities	Contract development, evaluation, and administration on Public Works' properties	New since last report both departments are fully participating		Continue this coordinated effort to decrease the long term costs based on evaluations	Dec-98	undetermined
Fountain Maintenance	Maintenance of all Parks and Recreation fountains	Maintenance of City Hall and Barney Allis fountains	Periodic consultation		Review possibility of Parks assuming the maintenance and operation of City Hall and others	Apr-98	undetermined

PUBLIC WORKS/PARKS AND RECREATION CONSOLIDATION REPORT

SPECIFIC WORK TASKS	PARKS & RECREATION RESPONSIBILITY	PUBLIC WORKS RESPONSIBILITY	CURRENT LEVEL OF COOPERATION/CONSOLIDATION	RECOMMENDATION	VALUE OF CONSOLIDATION
Project Planning	By project specialty	By project specialty	Each department does planning in its area of responsibility with unique projects for its respective customers. Each uses the other in their respective areas of expertise.	No duplication of services identified Coordination should continue.	N/A
			Coordination is occurring at monthly park development meetings and by participation in the Transportation and Development Committee meetings.		
Project Design:					
Bridges	Any on Bvds and Parkways	All others except on Bvds and Parkways	All bridges, storm and sanitary sewers are designed and constructed through a coordinating committee from both	Consolidation Complete	N/A
Sanitary Sewers	Any on Bvds and Parkways or within Park land	All except interceptors and those on Park land	Depts. Pub Wks administers most projects.	Consolidation Complete	N/A
Storm Sewers	Any on Bvds and Parkways or with in Park land	All except those on Park Land, Bvds and pkways	Both Depts use outside consultants for most projects	Cont'd Coord. and Joint Review	N/A
Streets	Bvds and Parkways	All other streets	Each Dept takes care of their own responsibilities	Complete review by 9-1-97 - Each	Unknown
Curb and Sidewalk	Bvds and Parkways and Park Roads	All other streets		Department takes care of their own responsibilities. Coordination will continue through joint participation in various committees.	
				No Duplication	N/A
Recreation Facilities	All City owned	None	Parks handles all	Cont'd Coord. and Joint Review	N/A
Landscape	All Bvds and Parkways and Park Facilities	All other streets and Public Facilities	Coordinated through Parks	No Duplication	N/A
Fountains	All City owned	None	Parks handles all	Complete Review by 1-1-98 - No apparent advantages to consolidation.	N/A
Public Buildings	Community Centers and all Park buildings	All other buildings except Aviation and Water	Each Dept takes care of their own responsibilities	Consolidation Complete	N/A
Street Lighting	Any on Bvds and Parkways and Park Roads	All other streets	All street lighting consolidated	No Duplication	N/A
Parks	All	None	Parks now participating in ULCC and Std's Committee		
Contract Procedures:					
Construction	All Parks Projects	All Public Works Projects	Both departments have been working with Law, Aviation and Water Services to develop standard General Contract Provisions that will be used for all City construction contracts. These will be completed by 4-30-97.	Continue Coordination	
			Both depts. are participating in a contract processing committee with other contracting departments.		
Professional Services	All Parks Projects	All Public Works Projects	Both are participating in a review of contracts with other departments for the purpose of standardization.	Complete by 4-1-98	
Construction Inspection	All Parks Projects	All Public Works Projects	Each department is handling its own responsibilities.	Complete review for possible consolidation by 9-1-97 - Coordination has increased from joint participation in ULCC and Standards Committees.	\$320,000.00
				Parks is administering tree trimming function of new P.W. Street Light Program. Departments will continue to identify and evaluate specific opportunities where	

11/25/97

PUBLIC WORKS/PARKS AND RECREATION CONSOLIDATION REPORT

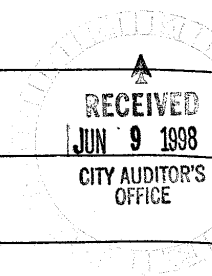
SPECIFIC WORK TASKS	PARKS & RECREATION RESPONSIBILITY	PUBLIC WORKS RESPONSIBILITY	CURRENT LEVEL OF COOPERATION/CONSOLIDATION	RECOMMENDATION	VALUE OF CONSOLIDATION
				coordination can improve overall operation.	
Survey	All Parks Projects	All Public Works Projects, Property Surveys	Presently reviewing for possible consolidation	Complete review by 6-1-97 - Coordination has increased from joint participation in ULCC and Standards Committees. Departments will continue to identify and evaluate specific opportunities where coordination can improve overall operation.	Unknown
Materials Testing	All Parks projects by contract	All Public Works projects except specialties such as geotech, welding and environmental	Presently reviewing for possibility of Public Works providing service to Parks at less cost	Complete review by 11-1-97 - Parks will research, track and forecast testing needs. P.W. will gather performance data and evaluate capacity to handle additional workload. Analysis will be completed 4/30/98.	
Project Tracking	All Parks Projects	All Public Works Projects	This activity is performed by each department as an integral part of its service delivery and in that regard responds to its respective management and policy makers. Since this activity is spread throughout all levels of each organization, consolidation would be nearly impossible and we feel that no efficiencies would be gained	No further consideration should be given to this.	N/A

STREET/BOULEVARD MAINTENANCE CONSOLIDATION REPORT					11/19/97	
SPECIFIC WORK TASKS	PARKS & REC. RESPONSIBILITY	PUBLIC WORKS RESPONSIBILITY	CURRENT LEVEL OF COOPERATION/CONSOLIDATION	RECOMMENDATION	DATE OF COMP.	VALUE
Bridge Inspections	* Bridges on Blvds. and Parkways.	* Bridges on Streets and Roads.	* All Bridge Inspections consolidated through Public Works.	* Consolidated Prior to Audit	N/A	N/A
Bridge Repair and Construction	* Bridges on Blvds. and Parkways.	* Bridges on Streets and Roads.	* All Major Bridge Repair & Construction Projects are reviewed, designed & implemented through a coordinating committee consisting of both Depts. Public Works administers most projects by mutual consent.	* Consolidated Prior to Audit	N/A	N/A
			* Minor Bridge Repairs Performed through Public Works.			
Large Box Culverts	* Blvds. & Parkways	* Streets & Roads	* All large box culvert repairs consolidated through Public Works.	* Consolidated Prior to Audit	N/A	N/A
Pavement Resurfacing	* Blvds., Parkways, Park Roads & Parking Lots.	* Street & Roads	* All resurfacing consolidated through Public Works.	* Consolidated Prior to Audit	N/A	N/A
Catch Basins-Cleaning and Repair	* Blvds., Parkways and Park Roads.	* Streets & Roads	* All Repair & Cleaning Operations being consolidated in Water Services.	* Consolidated Prior to Audit	N/A	N/A
Signalization, Pavement Markings & Traffic Signage	* Blvds. & Parkways	* Streets & Roads	* All Signalization, Pavement Markings & Traffic Signage Consolidated in Public Works.	* Consolidated Prior to Audit	N/A	N/A
Placement of Emergency Safety Barriers	* Blvds., Parkways & Park Areas	* Streets & Roads	* The placement of emergency safety barriers, barricades & lights is coordinated through Public Works.	* Consolidated Prior to Audit	N/A	N/A
Street Lighting	* Blvds. & Parkways	* Streets & Roads	* All Street Lighting Consolidated	* Consolidated Prior to Audit	N/A	N/A
Ornamental & Pedestrian Lighting	* Blvds. & Parkways	* None- Public Works does not maintain similar systems except by agreement with private sector. No consolidation necessary.	* Pedestrian & Ornamental Lighting on Blvds. & Parkways are maintained by Parks and Recreation.	* No Consolidation necessary at this time.	N/A	N/A
Urban Forestry Services; e.g. pruning, removals, & plantings.	* Blvds., Parkways and Park Areas.	* Streets, Roads & Public Properties- All tree services provided by Parks and Recreation by agreement.	* All Urban Forestry Services Consolidated through Parks and Recreation.	* Consolidated Prior to Audit	N/A	N/A

Follow-Up Audit: Consolidation of Selected Activities of the Parks and Recreation and Public Works Departments

SPECIFIC WORK TASKS	PARKS & REC. RESPONSIBILITY	PUBLIC WORKS RESPONSIBILITY	CURRENT LEVEL OF COOPERATION/CONSOLIDATION	RECOMMENDATION	DATE OF COMP.	VALUE
Drainage Ditch Maintenance	* Park Areas	* All public rights-of-ways.	* All drainage ditch maintenance has been consolidated through Public Works	* Consolidation Completed	11/1/97	0
Road Shoulder Repairs and Maintenance	* Bvds., Parkways & Parks- Performed as needed by Parks and Recreation crews.	* Streets & Roads- Performed on scheduled basis by Public Works crews.	* Public Works performs all shoulder repairs and maintenance city-wide.	* Consolidation Completed	11/1/97	0
Guard Rail Repair & Maint.	* Bvds., Parkways & Parks- Performed as needed by Parks and Recreation crews.	* Streets & Roads- Performed as needed by Public Works crews.	* Public Works performs all guard rail repairs and maintenance city-wide.	* Consolidation Completed	11/1/97	0
Pavement Repair	* Park Roads	* Bvds., Parkways, Streets & Roads.	* Public Works performs all pavement repairs on Bvds., Parkways, Streets, Roads and Parking Lots as needed, city-wide.	* Consolidation Completed	11/1/97	0
Ice and Snow Removal	* Bvds., Parkways, Park Roads and Parking Lots.	* Streets & Roads	* All ice & snow removal operations are centrally administered through Public Works.	* Consolidated Prior to Audit		N/A
			* Reviewed routes and reconfigured to reduce travel time and improve efficiency for 1997-98.		10/1/97	
			* Found no areas of duplication.			
			* Continue to review ice and snow operations annually as part of on-going efforts to improve efficiency & effectiveness between departments.			
Emergency Response Efforts	* City-Wide	* City-Wide	* Public Works & Parks and Recreation work closely together in responding to any city emergency requiring an immediate response; e.g. snow storms, ice storms, wind storms, floods, etc...	* Consolidated Prior to Audit		N/A
				* Continue annual review of emergency response situations as part of a concerted effort to make improvements.	3/1/98	
Street Sweeping	* Bvds. & Parkways- High level of maintenance. Approx. 18 sweepings per year.	* Major Arterials-High level of maintenance. Approx. 16 sweepings per year.	* Found no areas of duplication.	* Consolidate sweeping of boulevards, parkways, and streets through the Public Works Department on an annual agreement.	5/1/98	Pub. Wik Receives Revenue of \$156,000
			* Reviewing a proposed contract with the Public Works Department to provide Street Sweeping services on Boulevards, Parkways, and Park streets.			
	* Downtown Bvds. - Intense level of maintenance. Approx. 96 sweepings per year.	* Downtown Streets-Intense level of maintenance. Approx. 96 sweepings per year.				
		* Residential Streets-Minimum level of maintenance. Approx. 5 sweepings per year.				

SPECIFIC WORK TASKS	PARKS & REC. RESPONSIBILITY	PUBLIC WORKS RESPONSIBILITY	CURRENT LEVEL OF COOPERATION/CONSOLIDATION	RECOMMENDATION	DATE OF COMP.	VALUE
Mowing Turf	* Blvds. & Parkways-Intense level of maintenance. Approximately 26 to 28mowings per year.	* Traffic Islands-Moderate level of maintenance. Approximately 7 to 13 mowings per year.	* Found no areas of duplication.	* Pursue consolidation of grounds maintenance operations city-wide through Parks and Recreation. Includes mowing performed by other city departments, e.g. Water Services and Neighborhood & Community Services.	10/1/98	N/A
	* Park Areas-High level of maintenance Approximately 14 mowings/year.	* Roadside-Minimal level of maintenance. Approximately 5 mowings per year.	* Formulating plans to consolidate the Administration of Grounds Maintenance Contracts through Parks and Recreation.			Possible Savings Through Centralized Bidding
			* Working with Law Department on standardizing contract documents.			
		* Public Works Owned Vacant Lots-Moderate level of maintenance. Approximately 9 mowings per year.				
Application of Herbicides	* Blvds. & Parkways-Application of selective herbicides for control of broadleaf weeds in turf areas. Single application annually.	* Downtown Streets-Application of non-selective herbicides to control vegetation in sidewalks, curbs and streets.	* Found no areas of duplication.	* Pursue Consolidation of the application of herbicides city wide through Parks and Recreation. Includes the application of herbicides by other city departments, e.g. Water Services.	10/1/98	N/A
		* Rural Roads-Application of non-selective herbicides to eradicate vegetation around guard rails & signs, & to eradicate noxious weeds.	* Working with Law Department on standardizing contract documents.			Possible Savings Through Centralized Bidding

Audit Report Tracking System			
1. Audit Title Consolidation of Selected Activities: Parks & Recreation and Public Works Departments	2. This Report Date May 26, 1998		
3. Department Parks & Recreation and Public Works	4. Last Report Date November 25, 1997		
5. Department Head Terry Dopson, Director of Parks & Recreation and Ed Wolf, Director of Public Works	6. Contact Person/Phone Mark McHenry @ 871-5781 and Larry Frevert @ 274-1778		
7. Audit Release Date July 31, 1995	8. ARTS Number 934-020-3		
9. Status of All Audit Recommendations			
<u>Status</u>	<u>Date</u>	<u>Status</u>	<u>Date</u>
1. In Progress	May 1998		
10. Recommendations Included in this Report			
<p>1. We recommend that the City Manager prepare a detailed proposal for consideration by the City Council and the Board of Parks and Recreation Commissioners for consolidating motor equipment, construction, building maintenance and street-related maintenance operations. For each activity, the proposal should include a determination of whether the City should modify the current system to enhance coordination between the Parks and Recreation and Public Works Departments, fully consolidate the activity in a single department, or partially consolidate the activity. The proposal should also include a timetable for implementation of each activity.</p> <p><u>In Progress:</u> The staffs of the Parks and Recreation and Public Works Departments have continued to meet in cross-departmental task forces to address these specific functions: The task forces have been organized in the following general areas:</p> <div style="text-align: center; margin: 10px 0;"> Motorized Equipment Building/Facility Maintenance Construction Projects and Inspections Street/Boulevard Related Maintenance </div> <p>Since the last ARTS report, the task forces have continued their efforts and the attached matrixes provide up to date summaries of the activities to date. The matrixes accompanying this report have been expanded to include a column identifying, there known, the value of the consolidation efforts. Completion dates have been updated for efforts not yet completed.</p>			

Updated 5/12/98		VEHICLE FLEET MAINTENANCE LIKE TASKS		COOPERATION or CONSOLIDATION of SERVICES	
SPECIFIC AREAS FOR COOPERATION	PUBLIC WORKS	PARKS & REC.	WATER	CURRENT LEVEL of COOPERATION	PLANNED LEVEL OF COOP or CONSOLIDATION
GEMS 2000	YES	YES	YES	Common Administrator for all units.	Consolidated
VEH SPEC WRITING	YES	YES	YES	Parks and Public Works	Full Coop Parks and PW
VEHICLE PURCHASING	YES	YES	YES	Parks and Public Works	Full Coop Parks and PW
VEHICLE WARRANTY	YES	YES	NO	PW will do all warranty repairs as required	
VEHICLE MAINTENANCE	YES	YES	YES	Parks and Public Works Heavy vehicles only	Full Coop Parks and PW
VEHICLE ROAD SERVICE	YES	YES	YES	Parks and Public Works	Full Coop Parks and PW
WORK AREAS	YES	YES	YES	Parks and Public Works Heavy vehicles only	Full Coop Parks and PW
WORKLOAD SHARE	YES	YES	NO	Parks and Public Works	Full Coop Parks and PW share labor as needed
CUSTOMERS	YES	YES	YES	Parks, Water and PW	Limited Coop on a needs basis in development stages
EQUIPMENT SHARING	YES	YES	NO	Parks and Public Works	Full Coop Parks and PW
PARTS ADMINISTRATION	YES	YES	NO	Parks and Public Works	Full Coop Parks and PW
PARTS PURCHASING	YES	YES	NO	Parks and Public Works	Parks buying more and more parts through PW
PARTS DISTRIBUTION	YES	YES	NO	Parks and Public Works	Public Works distributes parts to Water and Parks as needed
CONSUMABLES	YES	YES	NO	Parks and Public Works	Consumables sold to all investment groups and departments room to expand
FUELING	YES	YES	YES		In the hands of purchasing division
ADMINISTRATION	YES	YES	YES	None	Room for rationalization of administrative functions

Sheet1

BUILDING AND FACILITY COMMITTEE CONSOLIDATION REPORT						
Specific Work Task	Parks & Recreation Responsibility	Public Works Responsibility	Current Level of Cooperation	Recommendation	Completion Status	Value of Consolidation
Elevator maintenance and inspection	Contract administration of Park owned facilities	Contract administration of city owned buildings	Contract is coordinated through Public Works	Consolidate two elevator maintenance contracts into one	COMPLETE	\$2,500
Hardscape and Landscape maintenance	Assist Public Works with expertise and resources in the area of landscaping	Assist Parks and Recreation with expertise and resources in the area of hardscape	Both departments provide service for coordinated effort when necessary	Complete a review of P.W. facilities that may receive park maintenance, pending resources	Dec. 98	undetermined
Annual Service Contracts	Maintenance of all Park owned facilities and amenities	Maintenance of all City owned facilities	Individual departments administer their contracts	Award one contract for each type of work to be administered by using department	COMPLETE	\$12,000
Thermal and moisture protection	Maintenance of all Park owned facilities and amenities	Maintenance of all City owned facilities	Individual departments specify and administer their own contracts	Shared contracts to maintain consistency and secure lowest bid administered by using department	COMPLETE	\$2,500
Benchmarking	Develop and evaluate performance measures	Accessing and benchmarking with other facility managers	No current level of cooperation	Information and measurements be shared if similar work is performed	Dec. 98	undetermined
Quarterly sharing sessions	None	None	No current level of coordination	Begin quarterly sharing sessions	COMPLETE	\$4,000
Building Inspections and evaluation	Maintenance and evaluation of all Park owned facilities and amenities	Maintenance and evaluation of City owned facilities	None	Begin to utilize and standardize all condition and assessment forms and develop a comprehensive inventory	Dec. 98	undetermined
Roofing Assessment Program	Contract evaluation and administration of Park owned facilities	Contract development, evaluation, and administration on Public Works' properties	New since last report both departments are fully participating	Continue this coordinated effort to decrease the long term costs based on evaluations	COMPLETE	\$4,500
Fountain Maintenance	Maintenance of all Parks and Recreation fountains	Maintenance of City Hall and Barney Allis fountains	Periodic consultation	Review possibility of Parks assuming the maintenance and operation of City Hall and others	Dec. 98	undetermined

Page 1

STREET/BOULEVARD MAINTENANCE CONSOLIDATION REPORT							5/22/98		
SPECIFIC WORK TASKS	PARKS & REC. RESPONSIBILITY	PUBLIC WORKS RESPONSIBILITY	CURRENT LEVEL OF COOPERATION/CONSOLIDATION	RECOMMENDATION	DATE OF COMP.	VALUE			
						N/A			
Bridge Inspections	* Bridges on Blvds. and Parkways.	* Bridges on Streets and Roads.	* All Bridge Inspections consolidated through Public Works.	* Consolidated Prior to Audit	N/A	N/A			
Bridge Repair and Construction	* Bridges on Blvds. and Parkways.	* Bridges on Streets and Roads.	* All Major Bridge Repair & Construction Projects are reviewed, designed & Implemented through a coordinating committee consisting of both Depts. Public Works administers most projects by mutual consent.	* Consolidated Prior to Audit	N/A	N/A			
			* Minor Bridge Repairs Performed through Public Works.						
Large Box Culverts	* Blvds. & Parkways	* Streets & Roads	* All large box culvert repairs consolidated through Public Works.	* Consolidated Prior to Audit	N/A	N/A			
Pavement Resurfacing	* Blvds., Parkways, Park Roads & Parking Lots.	* Street & Roads	* All resurfacing consolidated through Public Works.	* Consolidated Prior to Audit	N/A	N/A			
Catch Basins-Cleaning and Repair	* Blvds., Parkways and Park Roads.	* Streets & Roads	* All Repair & Cleaning Operations being consolidated In Water Services.	* Consolidated Prior to Audit	N/A	N/A			
Signalization, Pavement Markings & Traffic Signage	* Blvds. & Parkways	* Streets & Roads	* All Signalization, Pavement Markings & Traffic Signage Consolidated In Public Works.	* Consolidated Prior to Audit	N/A	N/A			
Placement of Emergency Safety Barriers	* Blvds., Parkways & Park Areas	* Streets & Roads	* The placement of emergency safety barriers, barricades & lights is coordinated through Public Works.	* Consolidated Prior to Audit	N/A	N/A			
Street Lighting	* Blvds. & Parkways	* Streets & Roads	* All Street Lighting Consolidated	* Consolidated Prior to Audit	N/A	N/A			
Ornamental & Pedestrian Lighting	* Blvds. & Parkways	* None- Public Works does not maintain similar systems except by agreement with private sector. No consolidation necessary.	* Pedestrian & Ornamental Lighting on Blvds. & Parkways are maintained by Parks and Recreation.	* No Consolidation necessary at this time.	N/A	N/A			
Urban Forestry Services; e.g. pruning, removals, &	* Blvds., Parkways and Park Areas.	* Streets, Roads & Public Properties- All tree services provided by Parks and Recreation by agreement.	* All Urban Forestry Services Consolidated through Parks and Recreation.	* Consolidated Prior to Audit	N/A	N/A			

SPECIFIC WORK TASKS	PARKS & REC. RESPONSIBILITY	PUBLIC WORKS RESPONSIBILITY	CURRENT LEVEL OF COOPERATION/CONSOLIDATION	RECOMMENDATION	DATE OF COMP.	VALUE
Drainage Ditch Maintenance	* Park Areas	* All public rights-of-ways.	* All drainage ditch maintenance has been consolidated through Public Works	* Consolidation Completed	11/1/97	0
Road Shoulder Repairs and Maintenance	* Bldvs., Parkways & Parks- Performed as needed by Parks and Recreation crews.	* Streets & Roads- Performed on scheduled basis by Public Works crews.	* Public Works performs all shoulder repairs and maintenance city-wide.	* Consolidation Completed	11/1/97	0
Guard Rail Repair & Maint.	* Bldvs., Parkways & Parks- Performed as needed by Parks and Recreation crews.	* Streets & Roads- Performed as needed by Public Works crews.	* Public Works performs all guard rail repairs and maintenance city-wide.	* Consolidation Completed	11/1/97	0
Pavement Repair	* Park Roads	* Bldvs., Parkways, Streets & Roads.	* Public Works performs all pavement repairs on Bldvs., Parkways, Streets, Roads and Parking Lots as needed, city-wide.	* Consolidation Completed	11/1/97	0
Ice and Snow Removal	* Bldvs., Parkways, Park Roads and Parking Lots.	* Streets & Roads	* All ice & snow removal operations are centrally administered through Public Works.	* Consolidated Prior to Audit		N/A
			* Found no areas of duplication.	* Reviewed routes and reconfigured to reduce travel time and improve efficiency for 1997-98.	10/1/97	
			* Continue to review ice and snow operations annually as part of on-going efforts to improve efficiency & effectiveness between departments.	* Continue annual review.		
Emergency Response Efforts	* City-Wide	* City-Wide	* Public Works & Parks and Recreation work closely together in responding to any city emergency requiring an immediate response, e.g. snow storms, ice storms, wind storms, floods, etc...	* Consolidated Prior to Audit		N/A
				* Continue annual review of emergency response situations as part of a concerted effort to make improvements.	3/1/98	
Street Sweeping	* Bldvs. & Parkways- High level of maintenance. Approx. 18 sweepings per year.	* Major Arterials-High level of maintenance. Approx. 16 sweepings per year.	* Found no areas of duplication.	* Consolidation Completed.	5/1/98	Pub. Wk Receives Revenue of \$156,000
			* Street Sweeping services on Boulevards, Parkways, and Park streets is being performed by Public Works.			
	* Downtown Bldvs.- Intense level of maintenance. Approx. 96 sweepings per year.	* Downtown Streets-Intense level of maintenance. Approx. 96 sweepings per year.				
		* Residential Streets-Minimum level of maintenance. Approx. 5 sweepings per year.				

SPECIFIC WORK TASKS	PARKS & REC. RESPONSIBILITY	PUBLIC WORKS RESPONSIBILITY	CURRENT LEVEL OF COOPERATION/CONSOLIDATION	RECOMMENDATION	DATE OF COMP.	VALUE
Mowing Turf	* Bldvs . & Parkways-Intense level of maintenance. Approximately 26 to 28mowings per year. * Park Areas-High level of maintenance Approximately 14 mowings/year.	* Traffic Islands-Moderate level of maintenance. Approximately 7 to 13 mowings per year. * Roadsides-Minimal level of maintenance. Approximately 5 mowings per year.	* Found no areas of duplication. * Formulating plans to consolidate the Administration of Grounds Maintenance Contracts through Parks and Recreation. * Working with Law Department on standardizing contract documents.	* Pursue consolidation of grounds maintenance operations city-wide through Parks and Recreation. Includes mowing performed by other city departments, e.g. Water Services and Neighborhood & Community Services.	10/1/98	N/A Possible Savings Through Centralized Bidding
Application of Herbicides	* Bldvs . & Parkways- Application of selective herbicides for control of broadleaf weeds in turf areas. Single application annually.	* Downtown Streets- Application of non-selective herbicides to control vegetation in sidewalks, curbs and streets. * Rural Roads- Application of non-selective herbicides to eradicate vegetation around guard rails & signs, & to eradicate noxious weeds.	* Found no areas of duplication.	* Pursue consolidation of Herbicide Applications through Parks and Recreation.	10/1/98	N/A

Follow-Up Audit: Consolidation of Selected Activities of the Parks and Recreation and Public Works Departments

PUBLIC WORKS/PARKS AND RECREATION CONSOLIDATION REPORT

SPECIFIC WORK TASKS	PARKS & RECREATION RESPONSIBILITY	PUBLIC WORKS RESPONSIBILITY	CURRENT LEVEL OF COOPERATION/CONSOLIDATION	RECOMMENDATION	VALUE OF CONSOLIDATION
Project Planning	By project specialty	By project specialty	Each department does planning in its area of responsibility with unique projects for its respective customers. Each uses the other in their respective areas of expertise.	No duplication of services identified Coordination should continue.	N/A
Project Design:					
Bridges	Any on Bldgs and Parkways	All others except on Bldgs and Parkways	All bridges, storm and sanitary sewers are designed and constructed through a coordinating committee from both	Consolidation Complete	N/A
Sanitary Sewers	Any on Bldgs and Parkways or within Park land	All except interceptors and those on Park land	Depts. Pub Wks administers most projects	Consolidation Complete	N/A
Storm Sewers	Any on Bldgs and Parkways or with in Park land	All except those on Park Land, Bldgs and pkws	Both Depts use outside consultants for most projects	Consolidation Complete	N/A
Streets	Bldgs and Parkways	All other streets	Each Dept takes care of their own responsibilities	Each Department takes care of their own responsibilities. Coordination will continue through joint participation in various committees.	Unknown
Curb and Sidewalk	Bldgs and Parkways and Park Roads	All other streets			
Recreation Facilities	All City owned	None	Parks handles all	No Duplication	N/A
Landscaping	All Bldgs and Parkways and Park Facilities	All other streets and Public Facilities	Coordinated through Parks	Cont'd Coord. and Joint Review	N/A
Fountains	All City owned	None	Parks handles all	No Duplication	N/A
Public Buildings	Community Centers and all Park buildings	All other buildings except Aviation and Water	Each Dept takes care of their own responsibilities	No apparent advantages to consolidation.	N/A
Street Lighting	Any on Bldgs and Parkways and Park Roads	All other streets	All street lighting consolidated	Consolidation Complete	N/A
Parks	All	None	Parks handles all	No Duplication	N/A
Contract Procedures:					
Construction	All Parks Projects	All Public Works Projects	Both departments have been working with Law, Aviation and Water Services to develop standard General Contract Provisions that will be used for all City construction contracts. These will be completed by 4-30-97.	Continue Coordination	
Professional Services	All Parks Projects	All Public Works Projects	Both depts. are participating in a contract processing committee with other contacting departments. Both are participating in a review of contracts with other departments for the purpose of standardization.	New professional services contract forms have been perfected by Law and are being used by all four operating departments. In addition, all opportunities for upcoming projects are being distributed through the City's website.	
Construction Inspection	All Parks Projects	All Public Works Projects	Each department is handling its own responsibilities.	Coordination has increased from joint participation in ULCC and Standards Committees. Parks is administering fee	\$320,000.00
				Trimming function of new P.W. Street Light Program. Departments will continue to identify and evaluate specific opportunities where coordination can improve overall operation.	
Survey	All Parks Projects	All Public Works Projects, Property Surveys	Presently reviewing for possible consolidation	Coordination has increased from joint participation in ULCC and Standards Committees. Departments will continue to identify and evaluate specific opportunities where coordination can improve overall operation.	Unknown

PUBLIC WORKS/PARKS AND RECREATION CONSOLIDATION REPORT

SPECIFIC WORK TASKS	PARKS & RECREATION RESPONSIBILITY	PUBLIC WORKS RESPONSIBILITY	CURRENT LEVEL OF COOPERATION/CONSOLIDATION	RECOMMENDATION	VALUE OF CONSOLIDATION
Materials Testing	All Parks projects by contract	All Public Works projects except specialties such as geotech, welding and environmental	Presently reviewing for possibility of Public Works providing service to Parks at less cost	Parks will research, track and forecast testing needs. P.W. will gather performance data and evaluate capacity to handle additional workload	
				Research revealed that P & R spends less than \$15,000 annually for outside testing services. This workload will not justify a new position in P.W.	
				materials testing, but P & R agrees to give P.W. first right of refusal to provide the services contingent on available personnel.	
Project Tracking	All Parks Projects	All Public Works Projects	This activity is performed by each department as an integral part of its service delivery and in that regard responds to its respective management and policy makers. Since this activity is spread throughout all levels of each organization, consolidation would be nearly impossible and we feel that no efficiencies would be gained	No further consideration should be given to this.	N/A
Project Planning					

4/13/98

Appendix C

Consolidation Status of Selected Parks and Public Works Department Activities

Consolidation Status of Selected Parks and Public Works Department Activities

Activity	Status in 1995	Status in 2000
Vehicle Fleet Maintenance		
Parts Purchasing	Separate	Citywide contract
Consumables	Separate	Citywide contract
Vehicle Purchasing	Separate	Citywide contracts. Specialized vehicles separate
Workload Sharing	None	None
Equipment Sharing	None	None
Fueling	Separate	Parks and PW share a fueling station
Vehicle Specification Writing	Separate	Parks and PW share specifications
GEMS 2000	PW used GEMS	Parks pulled out from GEMS 2000
Vehicle Warranty	Separate	Separate
Vehicle Road Service	Separate	Separate
Vehicle Maintenance	Separate	Separate
Work Areas	Separate	Separate
Customers	Separate	Separate
Parts Administration	Separate	Separate
Parts Distribution	Separate	Separate
Administration	Separate	Separate
Building and Facility Maintenance		
Elevator Maintenance	Separate	Consolidated through PW contractors
Annual Service Contracts for HVAC	Separate	Consolidated through PW contractors
Annual service contracts for roofing, water proofing, asbestos removal	Separate	Consolidated through PW contractors
Hardscape and Landscape Maintenance	Separate	Cooperation on a project by project basis
Annual Service Contract for Plumbing	Separate	Separate
Fountain maintenance	Separate	Separate
Street/Boulevard Maintenance		
Street Lighting	Separate	Consolidated through PW
Drainage Ditch Maintenance	Separate	Consolidated through PW
Road Shoulder Repair and Maintenance	Separate	Consolidated through PW
Guard Rail Repair and Maintenance	Separate	Consolidated through PW
Street Sweeping	Separate	Consolidated through PW
Placement of Emergency Safety Barriers	Coordinated	Coordinated through Emergency Management
Emergency Response Efforts	Separate	Coordinated through Emergency Management
Application of Herbicides	Separate	Separate
Ornamental and Pedestrian Lighting	Separate	Separate
Mowing Turf	Separate	Separate

Follow-Up Audit: Consolidation of Selected Activities of the Parks and Recreation and Public Works Departments

Activity	Status in 1995	Status in 2000
Construction and Inspections		
Materials Testing	Separate	Consolidated through PW lab for roadway projects. Water Services does water testing in Brush Creek.
Construction Inspection	Separate	Separate
Project Tracking	Separate	Separate
Survey	Separate	Separate
Contract Procedures	Separate	Separate but a standardized guide developed
Project Planning	Separate	Separate but some projects coordinated
Project Design	Separate	Separate but some projects coordinated

Appendix D

Director of Parks and Recreation's Response



INTER-DEPARTMENTAL COMMUNICATION

Date: April 14, 2000
To: Mark Funkhouser, City Auditor
From: Terry R. Dopson, Director of Parks, Recreation and Boulevards
Subject: Response to the revise draft of consolidation audit

This memo is in response to the revised draft of the City Auditor's follow up audit on Parks/Public Works Consolidation.

We agree with the four revised recommendations, and will continue to work with the City Manager's Office and the staff of the Public Works Department on this project.

Terry R. Dopson, Director
Parks, Recreation & Boulevards

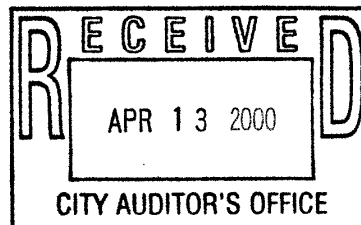
C: Ed Wolf
Rich Noll

Appendix E

Director of Public Works' Response



Public Works Department



DATE: April 12, 2000

TO: Mark Funkhouser, City Auditor

FROM: George E. Wolf Jr., ACM / Director of Public Works

SUBJECT: Follow-Up Audit – Public Works and Parks and Recreation Duplication

We have reviewed the revised draft report for the “Follow-Up Audit: Consolidation of Selected Activities of the Parks and Recreation and Public Works Departments” dated 4/7/00.

We appreciate the recognition given both departments for the efforts made to date. As related to your auditors and is apparent from the ARTS reports of the original audit, considerable staff time and effort have been devoted to this effort. We believe significant improvements have occurred with savings or cost avoidance approaching one quarter of a million dollars per year.

With regards to the revised specific recommendations, we are in agreement with the four recommendations.